

MEMORANDUM

To: Board of Regents

From: Board Office

Subject: Final Approval of Iowa State University's Strategic Plan Progress Report

Date: January 6, 2003

**Recommended
Actions:**

1. Approve the progress report.
 2. Approve the request to change ISU Performance Indicator #29 from "Private Gift Income" to "Dollars raised on behalf of Iowa State University by the Iowa State University Foundation."
 3. Approve the request to change ISU Performance Indicator #30 from "Alumni Giving Rate" to "Percentage of living alumni who made gifts to the Iowa State University Foundation to support Iowa State University."
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**Executive
Summary:**

Iowa State University has completed the second year of its 2000-2005 Strategic Plan, *Pursuing Excellence as Iowa's Engaged Land-Grant University*. Three overriding goals direct the University's aspiration of becoming the best university in the nation in fulfilling its land-grant mission:

1. Learning: Enhance learning through exceptional learner-centered teaching, services, and enrichment opportunities;
 2. Discovery: Promote discovery and innovation characterized by preeminent scholarship, including those that are increasingly interdisciplinary and collaborative; and
 3. Engagement: Engage with key constituents through synergistic sharing and partnership of knowledge and expertise in addressing needs of communities and society.
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Progress on
Strategic Plan
Goals

Attachment A (*revised*), pages 9-24, reports the progress on the Strategic Plan goals as measured by the University's institutional performance indicators. The Board of Regents Performance Indicators, which relate directly to the University's Strategic Plan, are also listed by related Action Step of the Board's Strategic Plan.

Progress Report
Highlights

Attachment B, pages 25-35, describes the progress made during the past reporting year and selected highlights for each of the three overriding Strategic Plan goals. The impact of the significant reduction in the University's budget is also described.

Progress
Measures
Categorized

The Analysis section of this memorandum categorizes the progress measures of the University's Strategic Plan goals. These measures, the University's institutional performance indicators and the related Board of Regents Performance Indicators, are categorized into those indicators in which progress was made (increases/advances) from the previous reporting year and those in which progress was not made (decreases/declines).

Strategic Plan:

The tripartite mission and functions of Iowa State University as a research land-grant university are strongly reinforced in the University's Strategic Plan and are consistent with the Board's expectations. The University's Strategic Plan performance indicators and benchmark measures are consistent with the Board of Regents Strategic Plan and Key Result Areas – Quality, Access, Diversity, and Accountability.

Background:

Strategic Plan

Iowa State University's 2000-2005 Strategic Plan, *Pursuing Excellence as Iowa's Engaged Land-Grant University*, was presented to the Board in November 2000; the Board approved the Strategic Plan in December 2000. The performance indicators used to measure progress on the Strategic Plan goals are organized around the following areas:

Performance
Indicators

- Enrollment
- Retention, Graduation, and Career Placement Rates
- Student Achievement and Satisfaction
- Advancement in Information Science and Technology
- Faculty/Staff Characteristics and Competitiveness
- State Appropriation Level
- Sponsored Funding
- Academic Program Characteristics
- Responsive Engagement
- Institutional Support Services and Infrastructure
- Private Giving
- Constituent Relations

Benchmark
Measures

In addition, benchmark measures on competitiveness with peer institutions were also presented. The benchmark measures are organized into two broad categories: input and output benchmark measures. Both the performance indicators and the benchmark measures are consistent with and linked to the Board of Regents Performance Indicators.

Aspiration
Statement

To become the nation's premier land grant institution.

Mission
Statement

Iowa State University of Science and Technology is a public land-grant institution serving the people of Iowa, the nation, and the world through its interrelated programs of instruction, research, extension, and professional service. With an institutional emphasis upon areas related to science and technology, the University carries out its traditional mission of discovering, developing, disseminating, and preserving knowledge.

Iowa State University provides high quality undergraduate programs across a broad range of disciplines, as befits the institution's stature as a university. In its dedication to excellence in learning, the University strives to instill in its students the discernment, intellectual curiosity, knowledge, and skills essential for their individual development and their useful contribution to society. A common goal of undergraduate education is to assure that all students, regardless of disciplinary major, acquire literacy in science and technology, an understanding of humane and ethical values, an awareness of the intellectual, historical, and artistic foundations of our culture, and a sensitivity to other cultures and to international concerns. Consonant with its mission as a teaching and research institution, Iowa State University has a strong commitment to graduate education that, at both the master's and doctoral levels, emphasizes the development of professional, research, and scholarship skills.

As an integral part of the learning process, Iowa State University fosters the discovery and dissemination of new knowledge by supporting research, scholarship, and creative activity. The University also uses existing knowledge to address problems and issues of concern to the State of Iowa in particular, as well as to the national and global community. The University's endeavors in discovery and innovation are supported by public and private resources and are conducted in an environment of open scientific inquiry and academic freedom.

Engagement through extension, professional service, and continuing education activities is achieved through innovative and effective outreach programs that provide the people of Iowa, and beyond, with practical knowledge and information derived from leading discovery, innovation, and learning/instructional efforts at Iowa State University and elsewhere. Through engagement, the University stimulates and encourages progressive change.

Iowa State University enrolls academically qualified students who represent diverse age groups, socio-economic levels, racial ancestries, ethnic heritages, and international cultures, and who provide a gender balance. Through the use of a variety of educational opportunities, advanced instructional technologies, and student services, the University supports the development of both traditional and non-traditional students, preparing them for citizenship and life-long learning in a rapidly changing world.

Mission Statement (cont'd)	<p>Finally, Iowa State University participates in international efforts to alleviate world hunger and poverty, to prepare students and faculty to be productive and responsible citizens of the world, and to contribute to increased cultural, educational, economic, scientific, and socio-political interchange and understanding between and among Iowans and other members of the world community.</p>
Core Values Statement	<p>As we work toward creating an environment where continual learning serves the promises of a better world, all members of the Iowa State University community are called upon to act in harmony with our core values:</p> <ul style="list-style-type: none"> • Land-grant values • Excellence • Quest for knowledge • Shared leadership • Integrity • Commitment • Collaboration • Mutual respect • Inclusiveness • Global perspective
Culture Statement	<p>Iowa State University is committed to its core values and believes that human resources, and constituencies—"people"—are the lifeblood of the University. Together with diversity among people and the values, cultures, knowledge, expertise, and commitment they bring, we develop, enrich, and implement our strategic plan with a common vision and common goals. Through our culture:</p> <ul style="list-style-type: none"> • We demonstrate our commitment to the land-grant values, and our connectedness to the land and the citizens of our state. We demonstrate our sensitivity and responsiveness to the needs of our state, the nation, and the world. • We value, embrace, and reflect human and intellectual diversity, inclusivity, and dignity in the environments we create, nurture, or influence to fulfill our mission and realize our aspiration. • We safeguard academic freedom—we nurture an environment that encourages critical thinking, free inquiry, open communication, collaboration, and lifelong learning. • We empower all of our constituent interests in endeavoring to become the best, and welcome the expected accountability to ourselves, our stakeholders, our Board of Regents, and the public. • We recognize shared responsibilities among our various constituencies and benefit from shared decision-making and governance. • We draw from our state a strong work ethic and we demonstrate prudence in resource allocation. • We constantly develop and implement best ideas and best practices, in support of our collective aspiration.

Culture
Statement
(cont'd)

We recognize individual and collective contributions and the role each one of us plays in our journey together.

Analysis:

Request
Change in
Institutional
Indicators

Iowa State University is requesting approval to change the language of two institutional performance indicators to recognize the independent relationship between the University and the Iowa State University Foundation. The current language and the proposed new language for each indicator follow:

Indicator #29

Current language: *"Private Gift Income"*

Proposed new language: *"Dollars raised on behalf of Iowa State University by the Iowa State University Foundation"*

Indicator #30

Current language: *"Alumni Giving Rate"*

Proposed new language: *"Percentage of living alumni who made gifts to the Iowa State University Foundation to support Iowa State University"*

Performance
Indicator
Changes

This section categorizes changes, by increases/advances and by decreases/declines, in selected University institutional performance indicators and Board of Regents Performance Indicators, which relate directly to the University's Strategic Plan. Not all indicators are reported, including those in which no target is reported and those in which there was no change. A complete listing of the University's institutional indicators and the Board of Regents Performance Indicators, which relate directly to the University's Strategic Plan, is found in Attachment A (*revised 12/16/02*), pages 9-24.

As noted in the following tables, in many cases two indicator numbers are listed, the University's institutional performance indicator (ISU) number and the Board of Regents Performance Indicator (BOR) number. Reporting periods vary for some indicators (e.g., by academic year, by fiscal year, and by calendar year). Unless otherwise indicated, the reporting periods are FY01 and FY02. The 2005 goals (targets) are included if provided.

Increases/
Advances

Indicator	Indicator Description	FY01	FY02	05 Goal (Target)
ISU 2 BOR 42	Six-year undergraduate graduation rate (All students)	63.7% (1995 cohort)	65.3% (1996 cohort)	70.0%
ISU 4	# of undergraduate students enrolled in learning communities during the academic year	2,103 (2001)	2,139 (2002)	2,500

Increases/
Advances
(cont'd)

ISU 6	Level of academic challenge (National Survey on Student Engagement – NSSE) *based on 100 pt. scale	46.9 (1 st year) 48.6 (Seniors) (2000)	49.7 (1 st year) 50.5 (Seniors) (2001)	54.0 (1 st year) 56.0 (Seniors)
ISU 8	Enriching educational exper. (National Survey on Student Engagement – NSSE) *based on 100 pt. scale	47.0 (1 st year) (2000)	53.8 (1 st year) (2001)	59.0 (1 st year)
ISU 10 BOR 1	% of undergraduate student credit hrs. taught by tenured or tenure-eligible faculty	58.1% (Fall 00)	60.1% (Fall 01)	70.0%
ISU 11 BOR 41	% of students who are part of an ethnic minority group	7.0% (2001)	7.3% (2002)	8.5%
ISU 12 BOR 41	% of tenured and tenure- eligible faculty who are part of an ethnic minority group	13.8% (2000)	14.7% (2001)	15.0%
ISU 13 BOR 41	% of staff members who are part of ethnic minority group	7.7% (2000)	7.9% (2001)	10.0%
ISU 14	% of tenured and tenure- eligible faculty who are female	25.3% (2000)	25.9% (2001)	30.0%
ISU 19 BOR 17	% of tenured/tenure-eligible faculty with at least one scholarly work published, exhibited, or performed in the last three years	83.2% (00-01)	83.7% (01-02)	90.0%
ISU 21 BOR 18	Total annual external sponsored funding	\$217.7M	\$225.4M	\$250.0M
ISU 22 BOR 21	External sponsored funding per FTE faculty	\$158,097	\$166,767	\$200,000
ISU 24 BOR 23	# of new technologies licensed/optioned annually	33	37	50
ISU 25	# of licenses and options executed	216	297	250
ISU 26 BOR 29	# of extension clients served	657,316	665,354	800,000
ISU 27 BOR 28	Distance and continuing education – credit course registrations (does not include Saturday/evening enrollments)	5,050	5,298	5,950
ISU 30	Percentage of living alumni who made gifts to the Iowa State University Foundation to support Iowa State University ¹	11.7%	13.7%	20.0%

¹ Proposed new language, subject to Board approval. ISU is requesting to change institutional performance indicator #30 from “Alumni Giving Rate” to “Percentage of living alumni who made gifts to the Iowa State University Foundation to support Iowa State University.”

Decreases/
Declines

Indicator	Indicator Description	FY01	FY02	05 Goal (Target)
ISU 1 BOR 42	One-year undergraduate persistence rate	83.7% (All) 85.5% (Minority) (2000)	83.4% (All) 82.9% (Minority) (2001)	90.0% (All) 90.0% (Minority)
ISU 2	Six-year undergraduate graduation rate (Minority students)	49.2% (1995 cohort)	48.2% (1996 cohort)	70.0%
ISU 3	% of all undergraduate students who participated in a study abroad experience during the academic year	4.4% (AY01)	3.5% (AY02)	5.0%
ISU 5	% of student credit hours earned by undergraduate students who participated in practicum/internships that earn academic credit	2.1%	2.0%	2.3%
ISU 7	Active collaborative learning (National Survey on Student Engagement – NSSE) *based on 100 pt. scale	39.2 (1 st year) 51.2 (Seniors) (2000)	35.8 (1 st year) 45.5 (Seniors) (2001)	40.0 (1 st year) 48.0 (Seniors)
ISU 8	Enriching educational exper. (National Survey on Student Engagement – NSSE) *based on 100 pt. scale	43.9 (Seniors) (2000)	43.6 (Seniors) (2001)	49.0 (Seniors)
ISU 23	New patent applications filed	33	30	40
ISU 28 BOR 28	Distance and continuing education – non-credit course registrations	442,121	419,378	512,000
ISU 29 BOR 33	Dollars raised on behalf of Iowa State University by the Iowa State University Foundation ²	\$70.1M	\$66.0M	\$100.0M
ISU 31	Index of average faculty salaries compared to peer land grant universities (All ranks)	0.98	0.97	1.00

Performance Indicators:

A complete report of the Board of Regents Performance Indicators, including charts and tables, is presented in the Annual Report on Performance Indicators.

² Proposed new language, subject to Board approval. ISU is requesting to change institutional performance indicator #29 from “Private Gift Income” to “Dollars raised on behalf of Iowa State University by the Iowa State University Foundation.”

Conclusion:

Budget reduction
impacts

The 2001-2002 Strategic Plan Progress Report (Attachment B, pages 25-35) stated that the State's financial problems resulted in significant reductions in the University's state appropriation and slowed progress in FY 2002. New tuition revenue was not sufficient to offset the unprecedented reduction in State support for higher education. As a result, the University was forced to reduce unit budgets throughout the University, eliminate offices, eliminate or combine positions, eliminate degree programs, offer fewer courses, increase class sizes and student to faculty ratios, cut funds for faculty and staff professional development, increase fees for Extension clients, reduce funds for building repairs and maintenance, and reduce research and other activities that foster economic development in Iowa.

While Iowa State University has worked hard to continue improving quality amid unprecedented budget cuts, the University reports these efforts cannot be sustained without rebuilding revenues.


William R. Nelson

Approved: 
Gregory S. Nichols